UNITED STATES MARINE CORPS
LOGISTICS OPERATIONS SCHOOL
MARINE CORPS COMBAT SERVICE SUPPORT SCHOOLS
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TRANSPORTATION PLANNING AND OPERATIONS

STUDENT OUTLINE

D210

1. LEARNING OBJECTIVES:

a. Terminal Learning Objective: Given a transportation situation using and per FMFM 4-1, coordinate transportation planning for a unit operation/deployment.

b. Enabling Learning Objective:

(1) Given a multiple choice examination, with the aid of and per FMFM 4-1, select:

(a) Transportation and transportation-related definitions. (0430.02.01.1)

(b) Elements of throughput concept. (0430.02.01.3)

(c) Seven Subfunctions of Transportation. (0430.02.01)

(d) Main Elements of Transportation Planning. (0430.02.01.3)

(e) Five steps in the Transportation planning process. (0430.02.01.3)

(f) Type of Transportation Operations. (0430.02.01)

(g) Deployment Transportation Agencies. (0430.02.01.4)

(h) Deployment Modes of Transportation. (0430.02.01.4)

(i) Employment Modes of Transportation. (0430.02.01.4)

(j) Movement Control. (0430.02.05.5)

BODY (60 Min.)

1. GENERAL

a. (ON-PIC #4) Transportation. Transportation is movement from one location to another by any means of railways, highways, waterways, pipelines, oceans, and airways. It includes movement by military and/or commercial assets. Throughput is the measurement of the transportation and distribution systems; sustainability is the product of the throughput system. For the MAGTF, transportation support is that support required to place sustainability assets (personnel and material) in the proper locations at the proper times to initiate and maintain operations. The transportation system includes not only the means but also the methods of control and management of those means. (FMFM 4-1)

(1) Distribution System. That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military material between the point of receipt into the military system and the point of issue to using activities and units (Joint Pub 1-02).

(2) United States Transportation Command (USTRANSCOM). The mission of the Commander in Chief of the United States Transportation Command (CINCTRANS) is to provide air, land, and sea transportation for the Department of Defense (DoD) both in time of peace and time of war. CINCTRANS has combatant command of the: Military Traffic Management Command (MTMC) of the Department of the Army, Military Sealift Command (MSC) of the Department of the Navy, and Air Mobility Command (AMC) of the Department of the Air Force.

(3) Joint Deployment Community. Those headquarters, commands, and agencies involved in the training, preparation, movement, reception, employment, support, and sustainment of military forces assigned or committed to a theater of operations or objective area. The joint deployment community usually

consists of the Joint Staff, Services, certain Service major commands (including the Service wholesale logistics commands), unified and specified commands (and their Service component commands), transportation operating agencies, joint task forces
(as applicable), Defense Logistics Agency, and other Defense agencies (e.g., Defense Intelligence Agency) as may be appropriate to a given scenario. (Joint Pub 1-02) Now called Joint Planning and Execution Community (JPEC) IAW AFSC Pub 1.

(4) Joint Operations Planning and Execution System (JOPES). JOPES is a integrated, conventional command and control (C2) system designed primarily to satisfy the information needed of senior-level decision makers in conducting joint planning and operations. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities. JOPES supports the national, theater, and supporting organizational levels.

(5) Lines of Communications. All the routes, land, water, and air which connect an operating military force with a base of operations and along which supplies and military forces move. (Joint Pub 1-02)

(6) Pipeline. In logistics, the channel of support or a specific portion thereof by means of which material or personnel flow from sources of procurement to their point of use.
(Joint Pub 1-02)

(7) Sustainability. The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, material and Consumables necessary to support military effort.(Joint Pub 1-02)

(8) Air Delivery. Also called airdrop. The unloading of personnel or material from aircraft in flight. (Joint Pub 1-02)

(9) Embarkation. The loading of troops with their supplies and equipment into ships and/or aircraft. (Joint Pub 1-02)

(10) Embarkation Phase. The period during which the forces, with their equipment and supplies, are embarked in the assigned shipping. (Joint Pub 1-02; listed under Amphibious Operation)

(11) Free Drop. The dropping of equipment or supplies from an aircraft without the use of parachutes. (Joint Pub 1-02)

(12) Logistics Over the Shore Operations. The loading and unloading of ships without the benefit of fixed port facilities, in friendly or nondefended territory, and, in time of war, during phases of theater development in which there is no opposition by the enemy. (Joint Pub 1-02)

(13) Movement Control. The planning, routing, scheduling, and control of personnel and freight movements over lines of communications; also an organization responsible for these functions. (Joint Pub 1-02)

(14) Movement Control Post. The post through which the control of movement is exercised by the commander, depending on operational requirements. (Joint Pub 1-02)

(15) Movement Order. An order issued by a commander covering the details for a move of his command. (Joint Pub 1-02)

(16) Port (Operations). A port is a place at which ships may discharge or receive their cargoes. It includes any port accessible to ships on the seacoast, navigable rivers or inland waterways. The term ports should not be used in conjunction with air facilities which are designated as aerial ports, airports, etc. (Joint Pub 1-02)

(17) Ship-to-Shore Movement. That portion of the assault phase of an amphibious operation which includes the deployment of the landing force from the assault shipping to designated landing areas. (Joint Pub 1-02)

(18) Shore-to-Shore Movement. The assault movement of personnel and material directly from a shore staging area to the objective, involving no further transfers between types of craft or ships incident to the assault movement. (Joint Pub 1-02)

(19) Terminal Operations. The reception, processing, and staging of passengers, the receipt, transit storage, and marshaling of cargo, the loading and unloading of ships or aircraft, and the manifesting and forwarding of cargo and passengers to destination. (Joint Pub 1-02)

(20) Traffic Management. The direction, control, and supervision of all functions incident to the procurement and use of freight and passenger services. (Joint Pub 1-02)

(21) Throughput. In logistics, the flow of sustainability assets in support of military operations, at all levels of war, from point of origin to point of use. It involves the movement of personnel and material over lines of communications using established pipelines and distribution systems. See also distribution; distribution system; lines of communications; pipeline; sustainability; throughput system. (Proposed Joint Pub 1-02)

(22) Transportability. The capability of material to be moved by towing, self-propulsion, or carrier via any means, such as railways, highways, pipelines, oceans, and airways. (Joint Pub 1-02)

(23) Transportation Operating Agencies (TOA's)

(a) Military - These agencies are the Military Traffic Management Command (MTMC), under the Department of the Army; the Military Sealift Command (MSC), under the Department of the Navy; and the Air Mobility Command (AMC), under the Department of the Air Force.

Note: The term military TOA is an old term. Today MTMC, MSC, and AMC are referred to as USTRANSCOMs Transportation Component Command (TCC's).

(b) Civil - Those Federal agencies having responsibilities under national emergency conditions for the operational direction of one or more forms of transportation; they are also referred to as Federal Modal Agencies or Federal Transport Agencies. (Joint Pub 1-02)

(24) Transportation Priorities. Indicators assigned to eligible traffic which establish its movement precedence.

Appropriate priority systems apply to movement of traffic by sea and air. In times of emergency, priorities may be applicable to continental United States movements by land, water, or air. (Joint Pub 1-02)

b. Throughput Concept

(1) For the purpose of this publication, the throughput system is defined as the logistic infrastructure which links:

(a) Production logistics to consumer logistics; and

(b) The sources of operating forces' military capability to the sustainability of those forces. It is composed of lines of communications; the pipeline and associated distribution systems; posts, bases, and airfields; and civilian agencies, and supporting forces and service troops which operate those facilities and installations.

(2) The throughput concept involves all those pipeline-orientated functions, activities, facilities, procedures, and control methods necessary to create, maintain, and sustain a force. In relationship to the functions of operational logistics and CSS, such as functions and activities are primarily transportation and supply related. However, throughput encompasses various aspects of each of the functional areas of operational logistics and CSS provided in support of the force from contracting for the initial movement to the points of origin to points of departure, to in-transit support, to ship-to-shore movement, to the inland transfer of personnel, supplies, and equipment to points of use.

TRANSITION: Let's review the subfunctions of transportation.

2. SUBFUNCTIONS OF TRANSPORTATION (Detailed descriptions/ definitions of each subfunction are contained in FMFM 4-1, Page 9-3 through 9-5, paragraph 9002)

a. Embarkation

b. Landing Support

c. Motor Transport

d. Port and Terminal Operations

e. Aerial Delivery

f. Freight/Passenger Transportation

g. Materials Handling Equipment

TRANSITION: Let's see how transportation planning is conducted.

3. TRANSPORTATION PLANNING

a. General. Transportation planning is throughput planning. It involves the determination of throughput requirement: what, where, when, and how personnel and materiel must move to sustain the force. The transportation planning process is the same regardless of mode, distance, or locale. The operational commander provides his requirements and establishes priorities based on his concept of operations. Having determined movement requirements, the transportation planner sequences requirements in the following order:

(1) Start with desired arrival time at destination.

(2) Select mode of transportation.

(3) Determine ports of debarkation (PODs) and intermediate PODs (as required).

(4) Apply time-distance factors.

(5) Reconcile conflicting requirements for limited transportation assets (to include materials handling equipment) and support facilities.

(6) Test movement plan for feasibility.

b. Main Elements. The main elements of transportation planning are as follows:

(1) Requirements List. The requirements list identifies what personnel, supplies, and equipment the planner must move. The planner integrates data from all sources, sequencing it by required delivery date and by priority within required delivery date. He further sorts it by destination, compiling a single time-phased listing.

(2) Lift Mode. The selected lift mode(s), identifies what transportation means move the personnel or cargo between point of origin and destination.

(3) Port of Embarkation (POE). For strategic movements, the planner identifies the geographic location (airport, seaport, land-line terminal) at which the movement starts. The POE and point of origin may be the same or separate locations.

(4) Port of Debarkation (POD). For strategic movements, the planner must identify the geographic location at which each leg of a planned movement ends. The POD and destination may be the same or separate locations.

(5) Timing. Timely arrival of personnel, supplies, and equipment at the intended destination(s) is the goal of transportation planning. The key to transportation scheduling is flexibility. Timing of the beginning and ending of each leg of a movement increases flexibility. Basic limitations to timeliness include:

(a) Required delivery date at the destination.

(b) The time when the personnel, supplies, and equipment are available for movement from their points of origin.

(c) Time/distance factors between the point of origin, POEs, PODs, and destinations.

(d) Throughput capacities of support facilities.

(e) The capacity and security of staging bases and supply depots.

(f) Special requirements due to terrain, climate, and environment.

c. Planning Process. MAGTF Planners are responsible for identifying transportation requirements and coordinating the use of common user airlift/sealift with the supported U.S. Transportation Command. MAGTF planners do this by ensuring force deployment requirements are registered in the Joint Operations Planning and Execution System (JOPES). Force requirements must be accurately sourced to include level 4 detail for cargo and personnel in order for the MAGTF

commander to validate deployment requirements up the chain to Combatant Command and U.S. Transportation Command. Regardless of the type of transportation, the planning process is basically the same (for each type of transportation you are planning on using).

-First: Determine what must be moved.

-Second: Determine what transportation resources are available.

-Third: Compare requirements to resources.

-Fourth: Determine shortfalls, critical points, and recommended priorities.

-Fifth: Develop the plan and coordinate it with all concerned.

(1) Determine Requirements. Each requirement for personnel, equipment, or supplies generates a corresponding requirement for transportation. Transportation planners express initial requirements in terms of tonnage, number of personnel and distance. In later stages, tonnage's become classes of supply or even distinct items. Distances become routes between specific origins and destinations. The planner estimates requirements based on the supplies needed to support the MAGTF and the average distances during each phase of the operation. This estimate is a point of departure. It serves as a general check on the realism of the requirements submitted by the user. It also states every supply or personnel action as a transportation requirement. This permits early identification and refinement of requirements. When requests for support are within the organic capability of the requester, the planner refers the problem to the commander for resolution.

(2) Determining Resources. The planner must consider the:

(a) Type of transportation units available.

(b) Characteristics and capabilities of each mode
of transportation.

(c) Capabilities of available civilian transportation. The planner bases his estimate on a survey of facilities, inspection of equipment, and agreements negotiated with civilian transportation operators.

(d) Availability of indigenous labor or prisoners of war to supplement personnel resources.

(e) The capabilities of host nation transportation, both civilian and military.

(3) Balancing Requirements and Resources. The balancing process determines whether transportation capabilities are adequate to support the operation. It establishes the workload for each transportation mode. It is the most time-consuming portion of the transportation planning process. Planning must include more than just gross quantities of cargo and transportation resources. It must include planning for command and control and support for the transportation units.

(4) Determining Critical Points. When you have completed the preliminary plan, the planner has enough information to analyze the transportation system. He can identify critical points where bottlenecks can delay throughput. The bottlenecks may occur due to shortfalls in either equipment or facilities. He should also identify critical time periods. Development and analysis of alternative schedules, modes, or routes can alleviate bottlenecks and increase flexibility.

(5) Coordinating. Complete coordination is mandatory for integrated transportation support. Original guidance is seldom valid throughout the planning process. Constant coordination is necessary if transportation plans are to change as the commander's concepts, requirements, priorities, and allocations change.

4. TRANSPORTATION OPERATIONS

a. Embarkation Operations. Joint Pub 3-02.2, Joint Doctrine for Amphibious Embarkation, and FMFM 4-6, Movement of Units in Air Force Aircraft, contain detailed information on embarkation doctrine, techniques, and procedures.

b. Landing Support Operations. FMFM 4-3, Landing Support Operations, contains doctrine, techniques, and procedures for landing support operations (also touched on in Chapter 13, of FMFM 4-1).

c. Motor Transport Operations. FMFM 4-9, Motor Transport, contains doctrine, techniques, and procedures for motor transport operations.

d. Port and Terminal Operations. These operations include:

(1) Ship-to-Shore Operations. Ship-to-shore operations are generally associated with amphibious operations.

(2) Shore-to-Shore Operations. Shore-to-shore operations involve water crossings in assault craft or in assault craft or and aircraft. The purpose of this operation is to establish a force on or withdraw it from the far shore. It is usually a single-Service operation.

(3) Logistics Over The Shore (LOTS) Operations. LOTS operations may be over unimproved shorelines, through partially destroyed ports, through shallow-draft ports, and through ports that are inadequate without LOTS capabilities. (See JP 4-03 for the detailed discussion on LOTS operations.)

(4) Inland Waterway Operations. An inland waterway normally operates as a complete system. It involves-singly or in combination-rivers, lakes, canals, intracoastal waterways, and two or more water terminals. Although civilians use them, military traffic can also use them. Inland waterways can relieve pressure on other modes of transportation. They are especially useful for moving a large volume of bulk supplies and heave, outsize items not easily transported by other means. They are slow and vulnerable to enemy and climatic change.

(5) Inland Terminal Operations. Inland terminals serve air, rail, and motor transport operation. They provide cargo transfer facilities at interchange points between nets. They form connecting links between modes when terrain and operational requirements cause a change in carrier.

(6) Staging Area Operations. A staging area is:

(a) Amphibious or airborne- A general locality between the mounting area and the objective of an amphibious or airborne expedition, through which the expedition or part thereof pass after mounting, for refueling, regrouping of ships, and/or exercise, inspection, and redistribution of troops.

(b) Other movements-A general locality established for the concentration of troop units and transient personnel between movements over the lines of communications.

e. Air Delivery Operations. FMFM 4-3, Landing Support Operations, (under development) contains detailed information on air delivery operations conducted by Marine Corps units. Especially suitable for CSSE units for supply and resupply operations.

f. Freight/Passenger Transportation Operations. Department of Defense regulations in the 4500-series contain detailed procedures for management of common user transportation and traffic management. Marine Corps directives in the 4600-series specify DOD regulations.

TRANSITION: Now that we know what types of transportation operations there are, lets take a look at transportation in a deployment role.

5. DEPLOYMENT TRANSPORTATION AGENCIES

a. Deployment Agencies. MAGTFs deploy from permanent installations for training exercises, forward deployments, and combat operations. Regardless of the type of the deploying force, designated transportation operating agencies control and coordinate the marshaling, embarkation, and movement of the forces.

(1) Transportation Agencies External to the Marine Corps may include the:

(a) Supported CINC

(b) Supporting CINC

(c) Fleet commander

(d) U.S. Transportation Command (USTRANSCOM) and its subordinate Transportation Component Commands (TCCs):

- Military Sealift Command (MSC)

- Air Mobility Command (AMC)

- Military Traffic Management Command (MTMC)

- Defense Logistics Agency (DLA) and its remote storage activities.

(2) (OFF-PIC #25/ON-PIC #26) Transportation Agencies Internal to the Marine Corps commands may include:

(a) Headquarters, U.S. Marine Corps

(b) Fleet Marine Force(s)

(c) Deploying MEFs

(d) Deploying MAGTF command element (if other than a MEF deployment)

(e) Divisions, aircraft wings, force service support groups, which are providing elements to the MAGTF

(f) Bases and air stations from which the forces deploy

(g) Marine Corps Logistics Bases (MCLB) (Albany and Barstow)

b. (OFF-PIC #26/ON-PIC #27) Deployment Modes. Transportation modes vary depending on the type of MAGTF, the purpose and duration of the deployment, and the anticipated employment. Deployments of larger MAGTF's require use of all transportation modes.

(1) (OFF-PIC #27/ON-PIC #28) Amphibious Deployments Require:

(a) Military or commercial trucks, buses and rail
from origins to POEs for all personnel, supplies, and equipment.

(b) Amphibious ships from POEs the Area of Responsibility (AOR) for assault forces.

(c) Commercial ships from the POEs to AOR for the AFOE.

(d) AMC or commercial charter airlift for AFOE and replacement personnel who cannot deploy by ship.

(e) Flight ferry of ACE aircraft which cannot deploy by amphibious ships.

(2) (OFF-PIC #28/ON-PIC #29) MPF Deployments Require:

(a) Military or commercial trucks and buses from origins to aerial POEs for all personnel supplies, and equipment in the fly-in echelon (FIE).

(b) MPF ships for deployment of maritime prepositioned supplies and equipment.

(c) AMC or commercial charter airlift for MPF personnel, supplies, and equipment of the FIE.

(3) MEF Deployments. Usually, MEFs deploy as separate MAGTFs. On arrival in theater, they composite with the units, supplies, and equipment in the AFOE to form a single MEF MAGTF. Any mix of amphibious and prepositioned MAGTF's can combine to form a MEF. MEF deployments involve use of all transportation modes. They are the most complex deployments from a transportation perspective. The MEF elements deploy from different bases and stations which may be in widely separated geographic areas.

(4) (OFF-PIC #30/ON-PIC #31) Forward Deployed MAGTFs. Forward deployed MAGTFs; i.e., MEUs, routinely deploy aboard amphibious ships. Deployment support normally includes military and civilian buses, trucks, and rail from points of origin to the POEs. Transportation support planning frequently requires coordination with military detachments at foreign ports to arrange augmentation by foreign civilian

transport and U.S. common user land Transportation (CULT) agencies during scheduled port visits.

TRANSITION: Now we know what it takes to move a MAGTF while deploying, lets review what it takes to transport a MAGTF during employment.

6. EMPLOYMENT TRANSPORTATION

a. Transportation within the AOR/Theater. Transportation available in the AOR/theater includes the organic assets of the MAGTF. It may also include transportation belonging to the theater/joint task force (JTF) commander or to the host nation. Specific capabilities depend on the situation. Assets may include airlift, rail, trucks, ships, boats, barges, and pipelines.

b. Movement Control in the AOR. The MAGTF commander is responsible for movement control in the AOR. He normally delegates this responsibility to the subordinate commanders within whose zones of action or areas the movement takes place. Behind the GCE rear boundary, this normally is the CSSE commander.

c. Movement Control in Theater Areas. When operating as part of a unified command or JTF, the MAGTF commander follows the traffic management and movement control regulations of that command. Normally the higher command establishes a movement control agency [Joint Movement Center (JMC)] to provide movement management services and highway traffic regulation. This agency coordinates with allied and host nation movement control agencies. (See FM 55-10, Movement Control in a Theater of Operations.)

TRANSITION: Now, we've talked about the definition of movement control and we've alluded to it fairly often so far in our lesson. Movement control is obviously an important facet within the functional area of transportation. So lets find out more about it.

7. MOVEMENT CONTROL

a. Movement Techniques. Movement techniques include:

(1) Centralized Control. The MAGTF commander should centralize control of movements at the highest levels.

Generally, he assigns this responsibility to the CSSE commander.

(2) Regulation. The MAGTF commander must regulate and coordinate movements to prevent congestion and conflicting movements over lines of communication.

(3) Flexibility. The transportation system must provide an uninterrupted flow of traffic. It must be able to adjust to changing situations. The MAGTF must use its limited transportation capabilities effectively. The commander must be able to divert or reroute traffic to maintain continuous movement of personnel, supplies, and equipment.

(4) Maximum Use of Carrying Capacity. This principle involves more than just loading each vehicle to its maximum carrying capacity. The MAGTF cannot store transportation capability which it does not use one day to increase capability on subsequent days. Idle, empty equipment is a waste of capacity. Similarly, fully loaded equipment sitting idle is as much a loss of capacity as partially loaded vehicles moving through the system. Allowing for adequate maintenance and personnel rest, the MAGTF commander must keep equipment loaded and moving. However, the tactical situation may not permit optimal use of transportation assets at all times. For example, the commander may hold vehicles or aircraft on standby for special missions.

b. (OFF-PIC #34/ON-PIC #35) Management Agencies. Transportation management and movement control agencies must be the same and function the same during peacetime as they do during deployments and periods of conflict. T/Os and T/Es should provide the agencies, personnel, and equipment to operate the control agencies. Sometimes, the agencies are permanent. For example, every MAGTF should have a full-time transportation agency. For smaller MAGTFs, this may be no more than one or two individuals in the CSSOC. In other cases, movement control agencies are temporary. Battalions, squadrons, regiments, and aircraft groups establish temporary movement control centers when their organizations are moving.

c. Movement Control During Deployments

(1) Movement Control Center (MCC). The MCC is an agency that plans, routes, schedules, and controls personnel and supply movements over lines of communication. Every organization establishes and operates an MCC for deployments.

(2) Local SOPs. Local SOPs establish the composition and procedures for MCCs. The figure on page 9-13, FMFM4-1, in the reference depicts relationships between various commands, their movement control agencies, and supporting organizations during deployment of a MAGTF. Although local variations are possible, commands should avoid creation of unique new terms and agencies.

(3) Movement Control Agencies During Deployments

(a) FMF Movement Control Center (MCC). This is primarily an information processing and advisory agency to keep the FMF commander abreast of the status of subordinate unit deployments. This MCC can coordinate with the USTRANSCOM on transportation requirements, priorities, and allocations, as required.

(b) Force MCC (FMCC). This is the MAGTF commanders agency to control and coordinate all deployment support activities. It also is the agency which coordinates with AMC, MSC, and MTMC (MEF fills this role).

(c) Logistics and Movement Control Center (LMCC). CSS units or the supporting establishment organize LMCCs near deploying units. There is an LMCC at each marshaling base/ station. The FMCC tasks the LMCCs to provide organic or commercial transportation, scheduling, MHE, and other support during marshaling.

(d) (OFF-PIC #38/ON-PIC #39) MAGTF/Division/ Wing/FSSG Unit Movement Control Centers (UMCCs). The division, wing and FSSG commanders provide forces to deploying MAGTFs. Both they and the MAGTF commander control transportation and communications assets (trucks, MHE, radios) needed to execute deployments. On order, each command activates its UMCC to support deployment. The FSSG establishes two subordinate agencies. These are the departure airfield control group (DACG) and the port operations control group (POCG) at the APOEs and POEs.

(e) Organizational Unit Movement Control Center (UMCC). Every deploying unit down to battalion/squadron/separate company level activates a UMCC to control and manage its marshaling and movement.

(f) Base Operations Support Group (BOSG). Bases from which FMF units deploy establish base operations support groups to coordinate their efforts with those of the deploying units. Like major FMF commands, bases have transportation, communications, and other assets useful to all commands during deployments.

(g) Station Operations Support Group (SOSG). Air stations from which FMF units deploy establish station operations support groups to coordinate their efforts with those of the deploying units. Like major FMF commands, air stations have transportation, communications, and other assets useful to all commands during deployments.

(h) Flight Ferry Control Center (FFCC). In addition to its MCC, the aircraft wing establishes an flight ferry control center to control deploying aircraft. The FFCC operates under the cognizance of the G-3 (page 9-14, FMFM 4-1).

d. Movement Control in the AOR/Theater

(1) Movement Control Center (MCC). The MCC is the primary agency in the AOR and the theater as it is in the CONUS. As during deployments, lower level commands only activate MCCs while they are conducting movements. The MAGTF and its major subordinate commands maintain active Movement Control Centers (MCCs) at all times. These may be no more than the motor transport and embarkation staff officers. In joint and combined operations, the MAGTF MCC establishes liaison and communications with the theater MCC and other commands or host nations in whose areas it is operating.

(2) Local SOPs. As with operations of MCCs during deployment, local SOPs establish the composition and procedures for MCCs. The figure in FMFM 4-1, page 9-14 depicts relationships between various commands, their movement control agencies, and supporting organizations after arrival in the AOR/theater. During amphibious operations, the MAGTF MCC is the senior movement control agency. The MAGTF commander often delegates responsibility for routine day-to-day movement control to the CSSE. During joint and combined operations, the MAGTF MCC will not be the senior movement

control agency. However, the MAGTF commander often continues to delegate this responsibility to the CSSE.

(3) MAGTF Movement Control Agencies. Movement control agencies in the AOR/theater are the same as in CONUS before deployment. Unit SOPs should be applicable during both deployment and employment. Modifications to meet specific theater requirements are in the transportation appendix to Annex D of the Operation Order.

e. Host Nation Support (HNS). The MAGTF should use HNS transportation support to the maximum extent feasible, consistent with tactical considerations, to augment it's organic capabilities. An early task of MAGTF civil affairs units after arrival in the AOR/theater would be to investigate the availability of such support and to initiate the necessary support agreements.

f. Standardization Agreements. When operating in NATO or quadripartite ABCA countries, there are certain standardization agreements among the participating nations by which the MAGTF is obligated to abide. These agreements are called standardization agreements (STANAGs) in the NATO arena and quadripartite standardization agreements (QSTAGs) in the ABCA arena. A list of applicable transportation or transportation-related STANAGs and QSTAGs are listed in Appendix D, FMFM 4-1.